4 November 1981

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MEMORANDUM FOR : [ ]
Deputy Director for Policy,
Analysis and Evaluation

STAT   FROM: : [ ]
Chief, Policy and Programs Staff

SUBJECT   : Personnel Planning Project

1. My staff and I have been working to meet the objectives of your "Personnel Planning" paper which was generated by the DDCI's 4/15/81 EXCOM decision to discontinue the Annual Personnel Plan and Annual Personnel Report and later approved as the alternative to provide a way of monitoring the Personnel Management system. In order to accomplish the objectives of effective personnel planning and assisting the DDCI/DCI in 'getting a handle on' the Agency's personnel management system" you described a five-step process which involves OP in every step, presumably, particularly P&PS. We have been dealing with step one, identification of issues, and believe we have reached the point where we can propose to take on specific topics.

2. For the record, I'd like to recap our efforts in this regard:

a. We collected documents and suggestions from numerous sources to get a feel for the issues of concern to management and employees. They include: The DDCI's May 81 memorandum in response to your original proposal; the November 80 Policy Agenda; D/NFAC's Apr 81 "Thoughts on Revising Agency Policies and Procedures; C/CMS' Mar 81 "DO Wish List on Personnel Management Matters"; my own review of Personnel regulations; D/Pers' Jun 81 expressed "priority considerations"; Admiral Turner's 80 package on Professional Selection Policy;

STAT   [ ]79 proposal regarding OP Policy for Personnel Generalists; DD/PA&E Jun 80 paper on Cost of Evaluation Boards and Panels; various other miscellaneous papers, calls, etc.

b. While keeping a number of other projects going, coping with 5-4/9 and summer leave, we continued our efforts by sorting the items covered in the foregoing papers to determine where similarities of concern existed. Finding still a large number of diverse items, we did a further sorting to meld the various items into major program groupings. A fourth review revealed that many of the items already were being worked on in some fashion or another.

c. We also attempted to use the Directorate Personnel Officers as a source to help solidify our perceptions that the items that seemed to stay on the surface were really of some concern to the management and people of the Agency. Disappointingly, that effort proved fruitless and we were back to using our own impression of all the items we had collected.

d. Our final effort to get a handle on the project was to do another sorting into groups based on our own perceptions:

(1) Studies management wants

(2) Studies we (the Staff) think Management should want but will have to be "sold"

(3) Papers we have done that can be updated periodically

(4) Items that staff members could take on as independent research studies

These various groups are outlined in the attachment.

3. Since step 2 of your paper, "plans to address," is related to action following the preliminary review and a determination that an item needs further action, we have not done an action plan to cover this step. The items listed in the attachment as those we believe Management is interested in can be studied to determine if there is a need to go further because of perceived potential Agency-wide impact. Most of the topics can be given a preliminary review involving only OP components but almost all will need some contact eventually outside of OP in order to determine the real need.

4. As you are aware, some of the topics that were mentioned in the various source documents, either have already been done or are in some stage of being done at the moment:

1.	The pay system	working
2.	Overseas incentives	suspended
3.	OP image	D/Pers working
4.	PAR system change	working
5.	Dual benefits	TPC action completed; en route to DDA
6.	Uniform precepts review	in final stages
7.	Spouse LWOP program	working major revision

Others, we decided, would be beyond our capacity, or of marginal value at this point, or have already been studied to death:

1.	Minority hiring and upward mobility programs	We have an O/EEO who worries about this one
2.	Better ways to determine recruitment requirements	R&P and HRPS working this one
3.	Understaffing of the DDO	Don't really know what the problem is
4.	Need for uniform promotion schedule	Done
5.	Dual career tracks	Cannot determine needs at this point
6.	Individual benefits package	BSD doing something
7.	Clerical grade structure	Out of our bailiwick
8.	Average grade control and grade creep	Out of our bailiwick
9.	SPS pay	Out of our bailiwick
10.	Secretarial Pay	Out of our bailiwick
11.	Changes to CIARDS	Out of our bailiwick

5. With your agreement indicated on the attached, we will proceed with the preliminary review of those items we believe management is interested in. I assume we would want to inform the front office when our efforts will require input and time from people outside OP. Because much of the preliminary review centers around statistical data, there will be an obvious burden on Monty's shop to work with us on these issues. To the extent that I can impose deadlines on them without creating a problem, I will do so but would appreciate some input from you as to your desires concerning the relative importance of the topics.

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Distribution:
Orig. - Adse.
    1 - Personnel Planning File
    1 - Chrono
OP/C/PPS/[   ]sjw (6 Nov. 81)

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ATTACHMENT

A. STUDIES MANAGEMENT WANTS (from various sources)

ITEM	INVOLVEMENT
1. Effectiveness of the Awards System	OP - preliminary statistical data; discussions with SP. Components eventually
APPROVE OP Portion: _____	DISAPPROVE OP Portion: _____
2. Value and use of Rotational Assignments	OP - preliminary statistical data Components and employees eventually
APPROVE OP Portion: _____	DISAPPROVE OP Portion: _____
3. Why "good" employees are leaving (Note: Some input will be available shortly on some "good" employees who left.)	OP - preliminary statistical data; exit interview reports review; file review; discussions with R&P and SP Components eventually
APPROVE OP Portion: _____	DISAPPROVE OP Portion: _____
4. Are we attracting and maintaining critical skills we need	OP - preliminary statistical hiring data; discussions with R&P Components eventually
APPROVE OP Portion: _____	DISAPPROVE OP Portion: _____
5. Assuring certain percentage of lateral input from private sector	OP - preliminary statistical data Components eventually
APPROVE OP Portion: _____	DISAPPROVE OP Portion: _____
6. Issues that develop from Precepts Study	OP - preliminary review
APPROVE: _____	DISAPPROVE: _____

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B. STUDIES MANAGEMENT SHOULD WANT BUT WILL HAVE TO BE "SOLD" ON

ITEM	INVOLVEMENT
1. Effectiveness of selection and training of managers	OP - development of "profile" of Agency manager OTE, components eventually
2. Cost effectiveness of the Personnel function	OP - review of system and development of questions to be asked of Components eventually
3. Effectiveness and use of three-year trial period	OP - preliminary statistical data; discussions with SAS Components eventually
4. Effectiveness and value of the CT Program	OP - preliminary statistical data DDO particularly and other components eventually
5. Use/overuse of rehired annuitants	OP - preliminary statistical data; discussions with R&P and CPD Components eventually
6. Use/abuse of PRAs	OP - preliminary statistical data

C. BRIEFING AND OTHER PAPERS TO REVIEW PERIODICALLY AND KEEP UPDATED

1. Employee Handbook	OP components
2. Personnel Management Handbook	OP
3. Comparison of Agency personnel practices with regular civil service	OP; OPM and other contacts
4. Inman Project papers	OP components

D. INDEPENDENT RESEARCH STUDIES TO BE PROPOSED BY STAFF AND APPROVED BY C/P&PS

Examples:
1. New look at the Agency "middle" employee

2. Paternalism in the Agency

3. Long-term "careers" versus short-term "jobs"

4. Alternatives to the comparative evaluation/competitive promotion system

5. Specialists versus generalists

6. Effectiveness of the decentralized personnel management system

7. Options to "retirement"; "second careers" in the Agency

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